

Rural Business Program

- Community Processes -
presented by

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Small Business Development Center

www.delmar.edu/sbdc

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COLLEGE**

Dreams. Delivered.

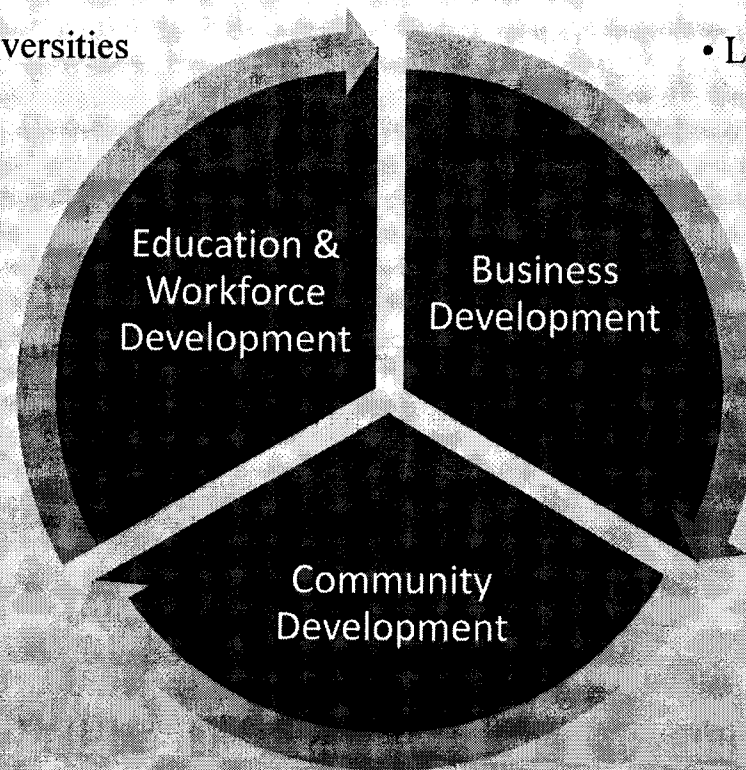
South-West Texas Border
**Small Business
Development Center Network**
Rural Business Program

Institute for **Economic** Development
The University of Texas at San Antonio



- Community Colleges & Universities
- Workforce Training Centers
- Local School Districts
- Trade & Technical Schools

- Lending Organizations
- Local Businesses
- SBDC Network
- Chamber of Commerce
- EDCs



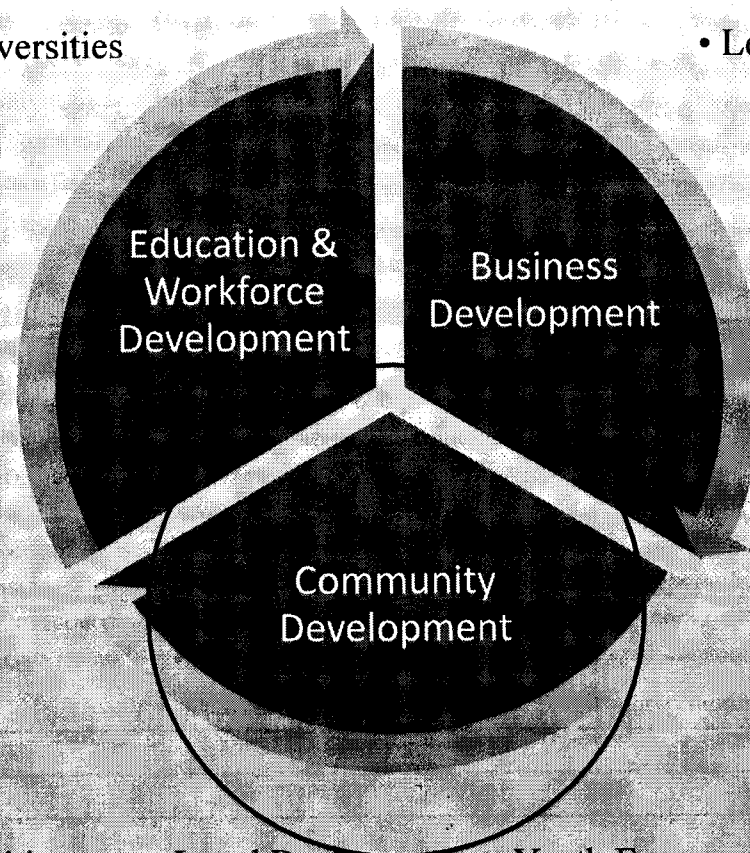
3 Pillars of Economic Development

= Sustainable Economic
Development
and
Job Creation

- Citizens
- Local Businesses
- Youth Engagement
- City & County Officials
- Council of Governments

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- Workforce Training Centers
- Local School Districts
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= Sustainable Economic
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3 Pillars of Economic Development

- Citizens
- Local Businesses
- Youth Engagement
- City & County Officials
- Council of Governments

Classifying Clients		
Tier 1	Tier 2	Tier 3
Rural communities that: <ul style="list-style-type: none"> • are generally economically viable • require a limited range of services to mitigate and/or reverse a negative condition impacting local economy • have sufficient internal capacity to address their own economic and community development needs 	Rural communities that: <ul style="list-style-type: none"> • are moderately distressed • require targeted resources and assistance to mitigate and/or reverse a negative condition impacting local economy • have some capacity to address their own economic and community development needs 	Rural communities that: <ul style="list-style-type: none"> • are severely distressed • require significant resources and assistance to mitigate and/or reverse a negative condition impacting local economy • have little or no internal capacity to address their own economic and community development needs

Generally 10,000
Population+

Generally 2,500 -
10,000 Population

Generally Under
2,500 Population

Data Requests, Reports and Analysis

- Local Demographic Reports and Projections
- GAP Analysis: A comparison of the local consumer expenditures with the local retail sales, identifying either a 'gap' or 'surplus' that exists relative to the demand for a certain good or service.
- Location Quotients (LQs): A ratio that allows a comparison of employment by industry between a local economy and a reference economy (such as a state).

Retail Market Potential

Retail Stores	Texas (2009)		Caldwell County		
	TX Avg Employee Size per Establishment	TX Avg Sales per Establishment	Consumer Expenditures	Retail Sales	Opportunity Gap or [Surplus]
Total Retail Sales (incl Eating and Drinking Places)			465,276,954	347,641,133	117,635,821
Motor Vehicle and Parts Dealers-441			78,250,904	58,825,850	19,425,054
Automotive Dealers-441.1	51	12,700,000	86,024,358	54,082,156	31,942,202
Other Motor Vehicle Dealers-441.2	8	1,800,000	6,842,845	1,229,417	5,613,428
Automotive Parts/Accessories Stores-441.3	8	400,000	5,288,905	7,515,357	-2,226,452
Furniture and Home Furnishings Stores-442			8,245,784	3,663,447	4,582,337
Furniture Stores-442.1	8	300,000	4,451,229	4,581,174	-129,945
Home Furnishings Stores-442.2	7	2,000,000	3,794,555	882,273	2,912,282
Electronics and Appliance Stores-443			3,455,863	3,200,629	255,234
Appliance, TV, Electronics Stores-443.1			7,220,324	1,840,919	5,379,405
Household Appliances Stores-443.1.1	10	1,200,000	1,636,292	644,795	991,497
Radio, Television, Electronics Stores-443.1.2	8	5,500,000	5,584,232	1,196,124	4,388,098
Computer and Software Stores-443.2	3	300,000	2,017,505	0	2,017,505
Camera and Photographic Equipment Stores-443.3	8	300,000	415,814	0	415,814
Building Materials, Garden Stores-444			18,844,456	18,153,254	691,202
Building Material and Supply Dealers-444.1	20	900,000	15,720,487	12,097,124	3,623,363
Home Centers-444.1.1			14,428,435	7,146,767	7,281,668
Paint and Wallpaper Stores-444.1.2			858,058	0	858,058
Hardware Stores-444.1.3			5,728,558	2,830,904	2,897,654
Other Building Materials Dealers-444.1.9			15,705,878	2,308,453	13,397,425
Building Materials, Lumberyards-444.2			6,460,117	902,980	5,557,137
Lawn, Garden Equipment Supplies Stores-444.3	8	400,000	4,127,849	7,084,130	-2,956,281
Outdoor Power Equipment Stores-444.3.1			792,817	1,675,215	-882,398
Nursery and Garden Centers-444.3.2			3,335,132	5,410,799	-2,075,667

Pop Facts: Demographic Snapshot 2014 Report

Place, (see appendix for geographies), aggregate

Description	Total	Place	%
Population			
2019 Projection	7,042		
2014 Estimate	6,830		
2010 Census	6,681		
2000 Census	6,784		
Growth 2014-2019	3.10%		
Growth 2010-2014	2.23%		
Growth 2000-2010	-1.50%		
2014 Est. Pop by Single Race & Sex			
White Alone	5,664	82.93	
Black or African American Alone	130	1.90	
Asian Indian and Alaska Native Alone	41	0.62	
Asian Alone	61	0.89	
Native Hawaiian and Other Pac. Isl. Alone	4	0.06	
Some Other Race Alone	719	10.40	
Two or More Races	218	3.19	
2014 Est. Pop. by or Latino by Origin			
Not Hispanic or Latino	5,093	74.59	
Hispanic or Latino	1,797	26.31	
Mexican	1,471	81.86	
Other Mexican	326	18.14	

Industry	Texas %	Texas \$	Caldwell %	Caldwell \$	LQ
	Employment	Employment	Employment	Employment	
Total	100%	10,330,584	100%	7,441	1.00
Natural Resources and Mining	2.71%	280,278	5.79%	431	2.13
Construction	5.69%	587,329	4.31%	321	0.76
Manufacturing	8.02%	828,388	7.54%	561	0.94
Trade, Transportation, and Utilities	20.88%	2,157,522	23.85%	1,775	1.14
Information	1.95%	201,585	0.40%	30	0.21
Financial Activities	6.06%	625,874	3.48%	259	0.57
Professional and Business Services	12.83%	1,325,716	4.80%	357	0.37
Education and Health Services	24.47%	2,527,837	32.68%	2,432	1.34
Leisure and Hospitality	10.14%	1,047,138	8.10%	603	0.80
Other Services	2.87%	296,557	1.85%	138	0.65
Public Administration	4.32%	446,727	6.92%	515	1.60
Unclassified	0.05%	5,633	0.26%	19	4.68

Strategic Planning

CAEDC Strategic Initiatives and Goals 2012-2015

Strategic Initiative 1 Castroville Airport Industrial Complex

Goal Statement
Develop Castroville's airport as a major catalyst for facilitating economic growth and new investment in the community.

Strategic Initiative 2 Expand Castroville's economy

Goal Statement
Expand Castroville's economy local economy by growing new businesses, expanding existing businesses, and recruiting businesses by providing additional services and completing a business development strategy.

Strategic Initiative 3 Expand the capacity and capabilities of the CAEDC

Goal Statement
Expand the capacity and capabilities of the CAEDC to fulfill its mission of supporting, stimulating and developing a strong local economy while promoting and conserving Castroville's heritage and natural environment.

Strategic Initiative 4 Enhance Castroville's main commercial corridor and central business district

Goal Statement
Enhance Castroville's main commercial corridor and central business district to facilitate long term economic, business and community growth.

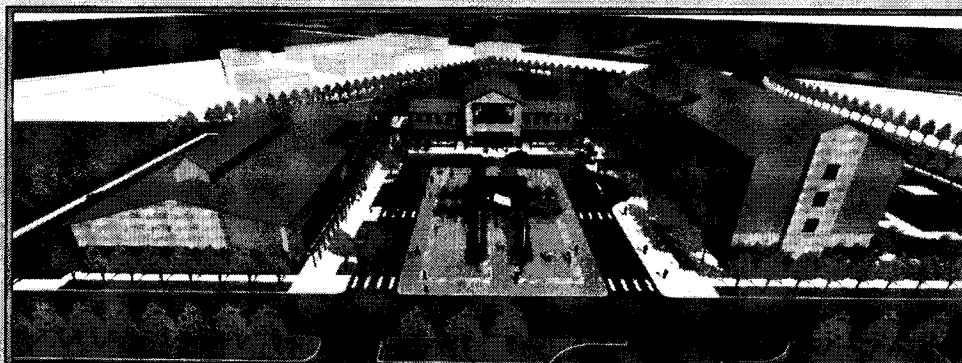
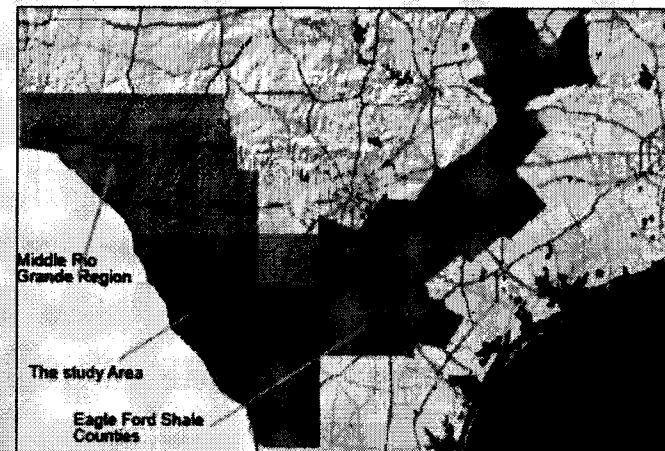
Strategic Initiative 5 Improve and expand Castroville's infrastructure

Goal Statement
Improve and expand Castroville's infrastructure to support long term economic growth, generate new investment, and improve the quality of life for local residents.

Plans and Studies

Community/Concept Plans

Regional Studies



A Proposed Concept Vision for a Karnes City Civic Center



Community Client Intake Form

Institute for Economic Development
The Independent Economic Research Center

**South West Texas Border
Small Business
Development Center Network**
a 501(c)(3) non-profit organization established in 2010 pursuant to
Federal Business Program

**Community Client Intake Form
Partnership Action Acknowledgement**

- Comparable to Form 641.
- Released February 2014.
- For use with Community Clients.
- Begin data gathering process.
- Inform client of available services.
- Outlines the relationship with SBDC Network.

Client Name (Last, First, MI)		Client Title																	
Client's Organization/Institution		Work Phone	Cell Phone Fax																
Physical Address		City, State, Zip Code (+4 if foreign)																	
Mailing Address		City, State, Zip Code (+4 if foreign)																	
If different from Physical Address		Website																	
Email		County Name																	
<p>Check how YOU DO NOT want to receive emails from ()</p> <p>City Name</p> <p>Are there specific legislation on which you hope to receive assistance?</p>																			
<p>Client/Community Partners (if applicable):</p> <p>If you contacted the SBDC/RBP, what prompted you to contact us? (mark all that apply)</p> <table border="0"> <tr> <td><input type="checkbox"/> Advertising/Marketing</td> <td><input type="checkbox"/> Training Seminar</td> <td><input type="checkbox"/> Newspaper</td> <td><input type="checkbox"/> Website</td> </tr> <tr> <td><input type="checkbox"/> Bank</td> <td><input type="checkbox"/> College University</td> <td><input type="checkbox"/> Local SBC</td> <td><input type="checkbox"/> Online Pages</td> </tr> <tr> <td><input type="checkbox"/> Chamber of Commerce</td> <td><input type="checkbox"/> Email</td> <td><input type="checkbox"/> Media/TV/Radio</td> <td><input type="checkbox"/> Other (specify)</td> </tr> <tr> <td><input type="checkbox"/> Client Word of Mouth</td> <td><input type="checkbox"/> SBDC/RBP</td> <td><input type="checkbox"/> SBA Network</td> <td><input type="checkbox"/> Internet URL</td> </tr> </table>				<input type="checkbox"/> Advertising/Marketing	<input type="checkbox"/> Training Seminar	<input type="checkbox"/> Newspaper	<input type="checkbox"/> Website	<input type="checkbox"/> Bank	<input type="checkbox"/> College University	<input type="checkbox"/> Local SBC	<input type="checkbox"/> Online Pages	<input type="checkbox"/> Chamber of Commerce	<input type="checkbox"/> Email	<input type="checkbox"/> Media/TV/Radio	<input type="checkbox"/> Other (specify)	<input type="checkbox"/> Client Word of Mouth	<input type="checkbox"/> SBDC/RBP	<input type="checkbox"/> SBA Network	<input type="checkbox"/> Internet URL
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<p align="center">The University of Texas at San Antonio - Institute for Economic Development Rural Business Development Center Rural Business Program</p> <p>UTSA's Institute for Economic Development (IED) is dedicated to creating jobs, growing businesses and fostering economic development. The IED's primary program areas include the following: South-West Texas Border Small Business Development Center Network, the International Trade Center, SBDC Procurement Technical Assistance Center, San Antonio Small Business Development Center, SBDC Rural Business Program, SBDC National Information Clearinghouse, Center for Community and Business Research, Southwest Trade Adjustment Assistance Center, Eagle Ford State Community Development Program, Gulf Of Mexico Disaster Adjustment Assistance, and the SBDC Business Center.</p> <p>The Small Business Development Center (SBDC) provides consulting and technical assistance to the small business community. The SBDC program supports the growth and development of the Texas economy by assisting in job creation, economic diversification, and business expansion.</p> <p>The Rural Business Program (RBP) was established to provide technical assistance, training, advisory services, research, strategic planning, and resource development to the local government, community, and business and industry engaged in economic, business and community development activities. The program helps help communities improve their level of collaboration and utilization of regional assets, leverage projects leading to the creation of jobs, improving the quality of life, and encouraging public/private partnerships.</p>																			
<p align="center">Services Provided</p> <p>Services provided to business and community clients cover a wide range of topics. Generally such services are free or minimal in cost. Prior to committing to any fee-based services, the SBDC or RBP will first obtain approval from the community or business client. Services include, but are not limited to, the following:</p> <table border="0"> <tr> <td>Business Planning Capital Acquisitions Financial Analysis Gap Analysis</td> <td>Government Contracting International Trade Franchising Applied Research</td> <td>Public Relations Strategic Planning Marketing and Advertising Community Assessment</td> <td>Cash Flow Market Research Workforce Development Community Planning</td> </tr> </table>				Business Planning Capital Acquisitions Financial Analysis Gap Analysis	Government Contracting International Trade Franchising Applied Research	Public Relations Strategic Planning Marketing and Advertising Community Assessment	Cash Flow Market Research Workforce Development Community Planning												
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<p align="center">Partnership Action Acknowledgement</p> <p>In order for the RBP to proceed with client assistance, a community survey (data gathering) is generally conducted by the community client with assistance from the SBDC/RBP. Following completion of this process, a more thorough assessment of community needs will be conducted, leading to a range of work and delivery of the above-referenced services. The client acknowledges their intent of collaborating with the SBDC/RBP in the data gathering process and subsequent actions of an ongoing community/economic development partnership.</p> <p>I agree to cooperate and be selected to participate in surveys designed to evaluate SBA services. I permit SBA or its agent to use my name and address for SBA surveys and information regarding SBA products and services. (Yes / No) I understand that any information disclosed will be held in strict confidence except disclosure to the extent explicitly provided by the community client. I authorize SBA to furnish relevant information to the assigned management consultant(s). I further understand that the community's agency will not recommend goods or services from sources in which he/she has an interest, and 2) accept fees or commissions developing from the consulting relationship. I agree not to claim against SBA personnel, resource partners and field organizations, arising from this assistance.</p>																			
Client Signature		Date																	

*Office use only.

SBDC Staff: _____ Date: _____ Client ID: _____

Comments: _____

Revision Date: 1-14-14

University of Texas at San Antonio
Institute for Economic Development - Rural Business Program
Community and Economic Assessment

Forward

The following document/tool has been generated by the University of Texas at San Antonio's (UTSA) Institute for Economic Development (IED) - Rural Business Program (RBP) to assist in the process of community and economic planning. This effort stems from a Texas Department of Commerce Economic Development Base Analysis tool, which the RBP has modified for use in South-West Texas. The RBP intends for communities to use the self-assessment tool as an exercise for learning about local strengths/weaknesses. The IED/RBP is available to assist in this process, however communities are welcomed to implement this assessment without IED/RBP involvement and may modify this template if deemed appropriate.

Some community leaders are satisfied with taking a passive approach and allowing change unfold around them. Others want to be active facilitators that pursue the changes they believe are most appropriate for the long-term success of their community. Local leaders often turn to external consultants for assistance with their community and economic development process. The ultimate responsibility, however, for implementing change lies in the hands of the local community and business leaders. Prior to planning any type of community and economic development, it is necessary to assess which activities would be most feasible. Communities should invest time and money towards projects that will succeed.

The Community and Economic Assessment (CEA) is an information collection tool designed to assist in identifying community and economic development opportunities, as well as to determine problems which need to be addressed. This process will assist small and rural communities in assessing their current strengths and weaknesses. The CEA will help to develop strategies and projects that can strengthen and diversify local economies. While much of the information requested in the CEA is objective or quantitative, other portions require a subjective response. The CEA process is designed to facilitate community leaders in identifying key areas for planning community and economic development initiatives which will have optimal impact.

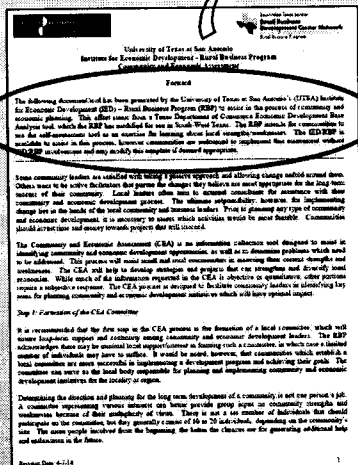
Step 1: Formation of the CEA Committee

It is recommended that the first step in the CEA process is the formation of a local committee, which will ensure long-term support and continuity among community and economic development leaders. The RBP acknowledges there may be minimal local support/interest in forming such a committee, in which case a limited number of individuals may have to suffice. It would be noted, however, that communities which establish a local committee are more successful in implementing a development program and achieving their goals. The committee can serve as the local body responsible for planning and implementing community and economic development initiatives for the locality or region.

Determining the direction and planning for the long term development of a community is not one person's job. A committee representing various interests can better provide group input on community strengths and weaknesses because of their multiplicity of views. There is not a set number of individuals that should participate on the committee, but they generally consist of 10 to 20 individuals, depending on the community's size. The more people involved from the beginning, the better the chances are for generating additional help and enthusiasm in the future.

Community and Economic Assessment Survey

- Survey doc completed April 2014.
- Has been released to select rural communities Spring 2014.
- Beginning to distribute to RBAs for sharing & use with community clients.
- Purpose is fact-finding exercise by community members.
- Used to form the basis of community & economic development plans and/or program.



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Step 2: Completion of the CEA Survey

Step 3: Local Endorsement of the CEA Committee and Findings

Info from outside resources

Community and Economic Assessment Survey (cont.)

Info from community resources

I. DEMOGRAPHICS

Population

1. [Reference: Bureau of Labor Statistics, U.S. Census Bureau]

1970 Pop.: City: _____ County: _____
 1980 Pop.: City: _____ County: _____
 1990 Pop.: City: _____ County: _____
 2000 Pop.: City: _____ County: _____
 2010 Pop.: City: _____ County: _____
 Current Pop. Est.: City: _____ County: _____
 (if available) (if available)

2010 Population Age Distribution for County:

[Reference: U.S. Census Bureau - American Fact Finder]

	Number	Percent of Population
Under 17	_____	_____
18 to 35	_____	_____
36 to 50	_____	_____
51 to 64	_____	_____
65 and over	_____	_____

V. PERCEPTION

- Does the majority of your community feel some type of economic development activities are necessary to keep the economy vital? ☐ yes ☐ no If yes, describe.
- List any types of activities that have been suggested.
- Rate the support in your community for the following economic development initiatives (number from 1 to 8, with 1 representing the most important).
 - _____ Industrial recruitment
 - _____ Downtown revitalization
 - _____ Existing business retention
 - _____ Existing business expansion
 - _____ New business/entrepreneurship
 - _____ Exporting
 - _____ Tourism & recreation
 - _____ Other (please specify): _____

II. INFRASTRUCTURE

Local Government

- Is your city incorporated? ☐ yes ☐ no
 Local government type: ☐ Home Rule ☐ General Law
 If General Law: ☐ Type A ☐ Type B ☐ Type C
- Is there an adopted economic development plan by the local governing body? ☐ yes ☐ no
- Does your city have any or all of the following:
 - Comprehensive or Master Plan ☐ yes ☐ no
 - Zoning Ordinance ☐ yes ☐ no
 - Subdivision Ordinance ☐ yes ☐ no
 - Capital Improvements Plan ☐ yes ☐ no
 - Local Preservation Ordinance ☐ yes ☐ no
- How many building permits were issued in each of the following years:

[Reference: City/County Building Dept. - Permits, Electric/Water Co. - Utility Connections]

	2010	2011	2012	2013
Residential / Commercial	____/____	____/____	____/____	____/____

Subjective community info

...so, why the Community and Economic Assessment Survey?

For the community:

- Begin discussion between community members.
- Begin data collection and documentation.
- Begin identifying strong/week business and community elements.

Remember:

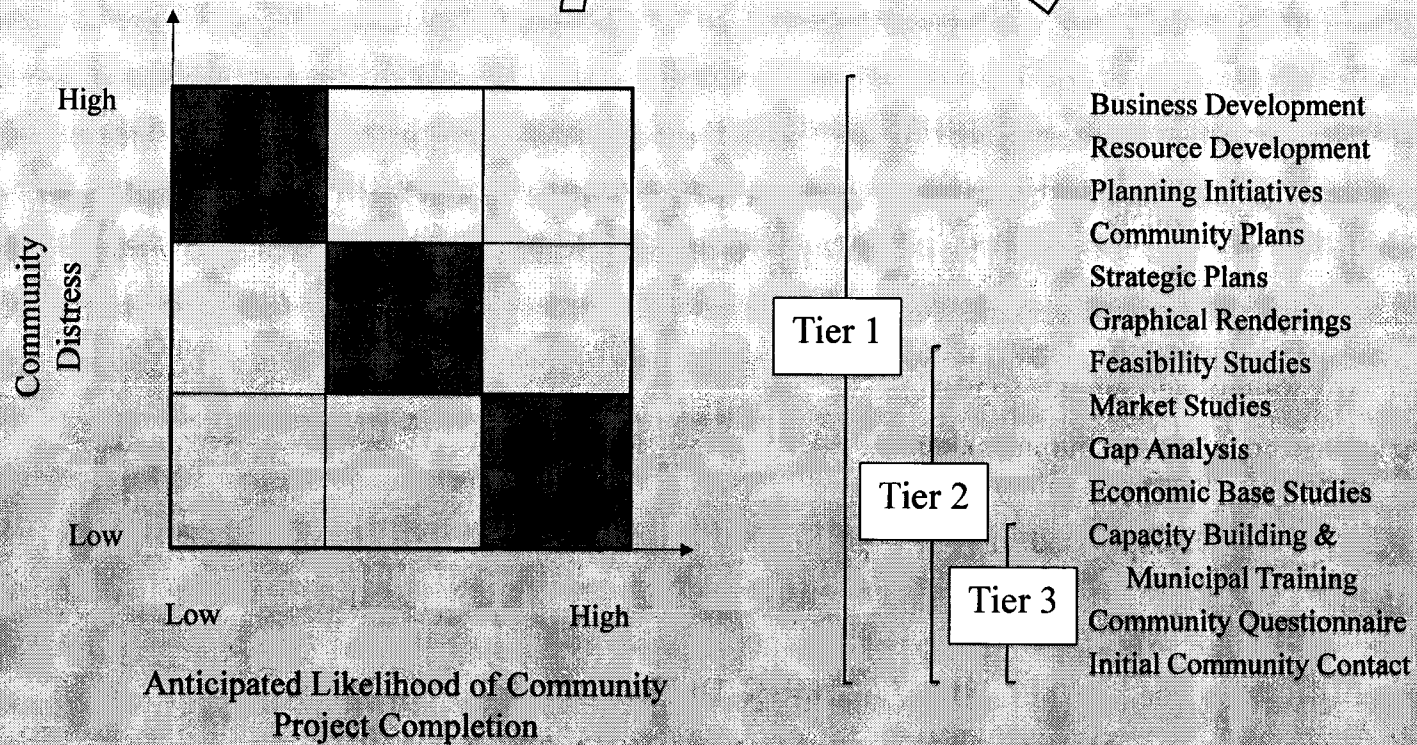
- Purpose is fact-finding exercise by community members.
- Used to form the basis of community & economic development plans and/or program.

For the Business Advisor:

- Another tool that can assist you in understanding the community/market.
- Provides another opportunity to contact/meet with community stakeholders – build trust, marketing, networking.
- Allows you to identifying strong/week business and community elements.
- Insight into potential community projects or business opportunities.

How RBP Classifies Clients

Anticipated Services



RBP Community Assessment Index

		Phase I	Phase II	Phase III														Phase IV	Phase V	Phase VI	Phase VII						
		Contact	Engage	Demographics							Capacity				Assets			Course of Action	Scope of Work	Evaluate	Implement						
		Initial Interview	Engage Local Leadership	Population Base/Change	Income Status	Economic Base	Employment	Industry Sectors	Small Business Index	Economy Status	Education Levels	Local Environmental Status	Government Resources	Stakeholders	Economic Development Resources	Housing Status/Trends	Affordability Index	Labor Force Availability	Business Environment	Community Assets	Cultural Assets	Tier 1	Tier 2	Tier 3	Research Resources - Project Teams	Project/Metrics Evaluation	Project Implementation, Review and Monitoring
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Ongoing Evaluation by PM																											
Issues & Needs Assessment																											
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Quality of Life Status																											
Economic Base Analysis																											
Strategic Planning																											
Capacity Building																											
Market Study																											
Business Expansion/Retention																											
Planning Initiative																											
Resource Development																											
Applied Research																											
Work Plan Development																											
Exit Strategy Planning																											
Project Implementation																											

= Primary service provided

= Primary goal

■ = Primary service provided

■ = Primary goal

RBP Community Assessment Index

"Phases" of interaction

"Services"

Services	Phase I		Phase II		Phase III										Phase IV	Phase V	Phase VI	Phase VII								
	Contact	Engage	Demographics					Capacity					Assets					Course of Action	Scope of Work	Evaluate	Implement					
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RBP Services

Metrics

Ongoing Evaluation by PM

Issues & Needs Assessment

GAP Analysis

Location Quotient

Demographic Analysis

Local Economic Analysis

Education Assets Assessment

Environmental Status

Local Government Capacity

Housing Status

Workforce Status

Quality of Life Status

Economic Base Analysis

Strategic Planning

Capacity Building

Market Study

Business Expansion/Retention

Planning Initiative

Resource Development

Applied Research

Work Plan Development

Exit Strategy Planning

Project Implementation

= Primary service provided

= Primary goal

■ = Primary service provided

■ = Primary goal

RBP Community Assessment Index

Data collection & use of survey

collection & of survey		Phase I		Phase II		Phase III														Phase IV			Phase V	Phase VI	Phase VII																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																										
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■ = Primary service provided

■ = Primary goal

Questions? Feedback?

THANK YOU



Dreams. Delivered.

